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"OUR FIRST YEAR IN REVIEW"

The National Security and International Affairs (NSIA) group was formally established in May 1979. Its purpose is to provide human resource management support and leadership to Federal departments and agencies in the defense, national security and international communities. Our initial efforts were directed toward establishing working relationships with assigned agencies and getting the word around about our new outreach and assistance efforts.

Early months saw us handling a large amount of case work as agencies called upon us to "prove" that we were capable and willing to go to bat for them. As the weeks passed, we were gradually accepted and recognized more and more, by both agency and OPM officials, as a valuable resource in resolving problems and communicating important information quickly.

The following are examples of the areas in which we have been involved during the past year:

1. Representing agencies before OPM

- We have obtained reversals on erroneous and inconsistent OPM decisions, e.g., improper classification calls.
- We have helped OPM program managers gain a better understanding of agencies' organizations, policies, missions and the various personnel systems that are operative within our group of agencies.
- We have obtained waivers from OPM regulations and instructions to facilitate the accomplishment of important agency functions.
- We have obtained special delegations of authority to enhance managers' involvement in critical personnel management decision making processes.
- We have intervened in OPM and other organizations, e.g. Congress, OMB, MSPB, etc. to clarify agencies' positions and represent their legitimate interests.
- We have endeavored to keep OPM officials aware of agencies' concerns with various aspects of CSRA implementation actions and to help resolve those concerns, e.g., major revisions to Merit Pay guidelines.

2. Providing technical assistance to agencies

- At agencies' request, we have "brokered" technical assistance services provided by OPM program offices.
- We have worked with agency and OPM program staffs to resolve special recruiting and employment programs, e.g., part time direct hire program, delegation of Commissary Store Manager examining, special examining units, administration of PACE in Europe.

- We have helped OPM and agencies push for legislation in important new areas, e.g., Foreign Service Act, expansion of pre-employment interview authority, increased benefits to enhance mobility.
- We have helped agencies develop proposals and coordinate the approval process for demonstration projects.
- We have helped obtain OPM approval on various agency plans required under CSRA, e.g., Merit Pay plans, Performance Appraisal plans, etc.
- We have discussed and developed positions on proposed OPM regulations/policies with agencies, especially on those matters which would have a direct effect on their programs, e.g., E.O. on personnel management, regulations on RIF in the SES, exclusion from Merit Pay for small agencies.
- We have assisted in development of training for Merit Pay systems.

3. Influencing OPM policies and programs

- We review draft OPM policies and guidance with an eye for the impact they will have on agencies.
- We were influential in getting OPM to initiate action with GAO to obtain authority for pre-employment interviews for hard to fill occupations.
- We obtained a delay in the implementation of the new Secretary standard and the Clerk Typist standard as they apply to Word Processing center jobs to allow OPM and agencies to look more closely at their potential impact.
- We have helped resolve agency complaints regarding OPM administration of personnel management programs and operations.
- We have helped coordinate and reduce the adverse impact on agencies of CSRA and other evaluation activities of OPM, GAO, MSPB, and others.

4. Fostering improved OPM/agency communications

- We have put the right people in agencies together with the right people in OPM to assure timely resolution to problems and concerns.
- We have arranged "get acquainted" visits and information sharing meetings between OPM and agency staffs.

- We have kept OPM top management informed of the status of CSRA implementation in agencies.
- On numerous occasions we have been the vehicle for top level exchange of concerns and information between our respective agencies.

5. Foreign Service Consultation

Our advisory function has resulted in changes in the Foreign Service Act bill both before and after it reached the Congress and participation in discussions with OMB on various aspects of this and other Foreign Service legislation. We have prepared reports on proposed legislation, pulled together the comments of other OPM offices and prepared testimony for Director Campbell. We have met with Hill staff to discuss the OPM/ Administration position on features of the bill which were introduced by members and considered to be inconsistent with sound policy.

We realize that inevitably a certain percentage of our initiatives will fall into the "E for effort" category without our having achieved the results that both we and you had hoped for. Based on the feedback we have received from you, our clients, we are entering our second year confident that we can and will play an increasingly important and useful role as agency relations specialists.

MAJOR ISSUES AND AREAS OF EMPHASIS FOR FISCAL YEAR 1981

The following are some of the areas we will concentrate on in the next fiscal year. When this document is finalized it will be a roadmap for ourselves and for our agencies in setting priorities, preparing positions, and planning strategy. The list is not yet complete for we lack your direct input at this time. You have heard what our role is in OPM and where we should fit in your plans. Now we solicit your ideas for inclusion in our agenda for the next fiscal year.

AREAS OF EMPHASIS

- + CSRA - Complete system development and assure program implementation by required dates. Assist agencies with delegation agreements, R&D projects, SES needs identification, and Executive/Management development programs.
- + Service to Agencies - Continue with renewed emphasis on identifying/resolving management problems. Share useful agency programs with others in our group. Provide up to date information on management improvement and productivity issues. Keep agencies informed of new programs and initiatives as they are developing. Arrange for technical assistance from other OPM offices when appropriate.
- + Personnel Management Policy - Analyze proposed policy carefully to insure workability in operating agencies. Assist OPM program people to be sure questions and problems are anticipated rather than reacting after policy is issued. Obtain the earliest information on problems arising in agencies and convey to OPM program offices and identify good management practices.
- + Personnel and Management Officials - Strengthen relationships between OPM, Personnel Directors, managers. Mutually assess programs and develop strategies on policies and problems.
- + OPM Program Managers/Staff - Continue to build on our relationships with them. Provide program staff with pertinent information on our agencies and assist in joint efforts.

MAJOR ISSUES AND CONCERNS

- + Managers, employees, unions, and personnel officials will assess the impact of CSRA programs and recommend changes. We will continue to look at the world differently and shape the personnel system.
- + FLRA, MSPB, and EEOC will be driving forces which will require coordinated action by OPM and agencies.
- + We expect intensive Congressional review of the personnel system under continuing oversight programs and as a result of sunset reviews.

- + We must anticipate the repercussions from continued initiatives to reform pay, benefits and retirement programs.
- + Freezes and reductions and full-time equivalency accounting will greatly affect employee utilization policies. "More with less."
- + We should expect the general conservative trend to continue and prepare for that impact on our programs. However, the NS&IA agencies appear to be in a strong position relative to the national mood.
- + We must closely watch the middle manager and senior executive ranks for their reaction to merit pay, bonuses, ranks and pay caps. The whole issue of management skills will be made more critical by the budget/resource crunch.
- + We are becoming more aware of the special needs of the smaller agencies. Some programs affect them much more both in terms of impact and resource needs.
- + Unexpected costs of programs may necessitate the establishment of new partnerships or methods of operation. Examples - labor negotiations and litigation, executive development, operating and assessing merit pay and performance appraisal.

The foregoing represent our own ideas and some input we have gained from you in our regular contacts. We know there are other matters of great interest to you and would appreciate your comments and ideas. If our Agency Groups are to work as envisioned they must be primarily responsive to your agency's needs and represent your viewpoint. The Assistant Director and your Agency Officers are available and eager to develop our FY 81 agenda with you.

NATIONAL SECURITY AND INTERNATIONAL AFFAIRS

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Assistant Director

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Department of the Air Force
Armed Services Board of Contract
Appeals
Central Intelligence Agency
National Security Agency
National Security Council

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(Back-up: Chuck Vaughn)

Office of the Secretary of Defense
(Excluding Washington Headquarters
Service)
Department of Defense Dependent
Schools
Inter-American Defense Board
Inter-American Defense College
International Boundary Commission,
United States and Canada
International Boundary and Water
Commission, United States and Mexico
Board of International Broadcasting
International Joint Commission,
United States and Canada
Joint Mexican-United States Defense
Commission
National Defense University
Panama Canal Commission
Permanent Joint Board on Defense -
United States and Canada
Department of State
Uniformed Services University of the
Health Services
(All other international boards,
committees, and commissions)

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Foreign Service System

SUSAN McCANNELL - 632-5693

(Back-up: Alex De La Garza)

American Battle Monuments Commission
Office of the Secretary of Defense -
Washington Headquarters Service
Defense Advanced Research Projects
Agency
Defense Audit Service
Defense Communications Agency
Defense Contract Audit Agency
Defense Intelligence Agency
Defense Investigative Service
Defense Mapping Agency
Defense Nuclear Agency
Defense Security Assistance Agency
(All other components serviced by
Washington Headquarters Service)

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Organization of American States
Department of the Navy
Pan American Health Organization

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Arms Control and Disarmament Agency
Defense Audio Visual Agency
DoD Nonappropriated Fund Activities
Export-Import Bank
Foreign Claims Settlement Commission
International Communication Agency
International Trade Commission
Japan-United States Friendship
Commission
National Guard Bureau
Selective Service System
Soldier's and Airmen's Home

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Department of the Army
Asian Development Bank
Organization for Economic Cooperation
Intergovernmental Committee on European Migration
Inter-American Development Bank
Inter-American Foundation
International Development Cooperation
Agency
United Nations -- including specialized agencies, e.g.:
International Atomic Energy Agency
Educational, Scientific and Cultural
Organization
Food and Agriculture Organization
International Civil Aviation Organization
International Monetary Fund
International Telecommunication Union
Intergovernmental Maritime Consultative Organization
Special Programs
Universal Postal Union
World Bank (International Bank for Reconstruction
and Development, International Development
Association and International Finance Corporation)
World Health Organization
World Intellectual Property Organization
World Meteorological Organization